

Take Home Messages
ESG Employee Attitude Survey
Fall 2008

1. We need to do have more regular Managers Meetings and involve the management team in discussions and consideration about changes in policies, changes in direction, etc.
2. We need to find ways of encouraging employees to think beyond themselves and the narrow functions of their jobs. Some of the ways we will do this:
 - a. Process redesign
 - b. Make processes and training transparent to employees
 - c. Include components in employee performance evaluations
 - d. Continue communication about the need for teamwork, cooperation, collaboration and communication
3. We need to significantly enhance our training for managers and supervisors
 - a. Start with training material from other great companies
 - b. Engage an MBA intern to help make this “our own”
 - i. Training should include focus on individual development plans and career development
4. We need to have clear and structured career paths for employees
 - i. Learning
 - ii. Goals

- iii. Promotional opportunities, if any
- iv. Cross-departmental opportunities

- 5. We need to engage in strategic planning
- 6. We need to improve our process documentation process
- 7. We need to take a close look at our Profit Sharing or bonus program design with a more regular focus, including quarterly reviews
- 8. We need to create a “dashboard” for employees to know what kinds of things are critical to overall, office, team and individual performance